

HARTFORD BUSINESS JOURNAL

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GREATER HARTFORD'S BUSINESS NEWS

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As we begin a new year Hartford Business Journal has identified five Greater Hartford business, education and non-profit leaders who will be under the spotlight in 2016 as they lead their organizations through major changes and developments.

Find out who those business leaders are, what challenges and opportunities await them, and how their decisions will impact the broader Greater Hartford community. **PG. 10**

to Watch **5** in 2016



PHOTO | STEVE LASCHNER



Academic Support

Central Connecticut State University's Institute of Technology & Business Development is turning students and faculty into manufacturing consultants. Find out how CCSU's faculty-in-residence program is part of a growing number of academic- and industry-sponsored initiatives aimed at helping manufacturers innovate and boost productivity. **PG. 3**



Accelerating Growth

Hartford-based Social Enterprise Trust, also known as reSET, is redesigning its startup accelerator program by opening it up to startups across the country. **PG. 5**

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Electric suppliers see customer drop-off

By Matt Pilon

mpilon@HartfordBusiness.com

Connecticut has developed one of the more robust competitive electricity retail markets in the country, but electricity suppliers have taken some lumps in the past few years, losing market share amid consumer complaints and tougher government oversight.

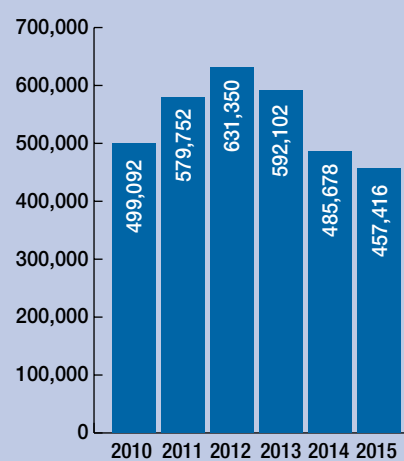
Third-party suppliers — state-licensed companies that buy wholesale electricity and resell it to residential and commercial customers — lost nearly 26 percent of their customers (188,000) between 2012 and Nov. 2015, state data shows.

The bulk of the losses have taken place in the residential market, where suppliers now claim one-third of the customer base, down from a 2012 peak of 45 percent.

Three consecutive years of decline in the young and sometimes controversial industry, which signed up just 3 percent of utility customers a decade ago, has occurred against a backdrop of tightening regulations, including a 2015 ban on variable-rate contracts, state fines and other penalties for supplier misconduct, and stricter rules for disclosing contract terms and notifying customers of pending rate increases.

Continued on page 16

Electricity Supplier Customers



SOURCE: PUBLIC UTILITIES REGULATORY AUTHORITY

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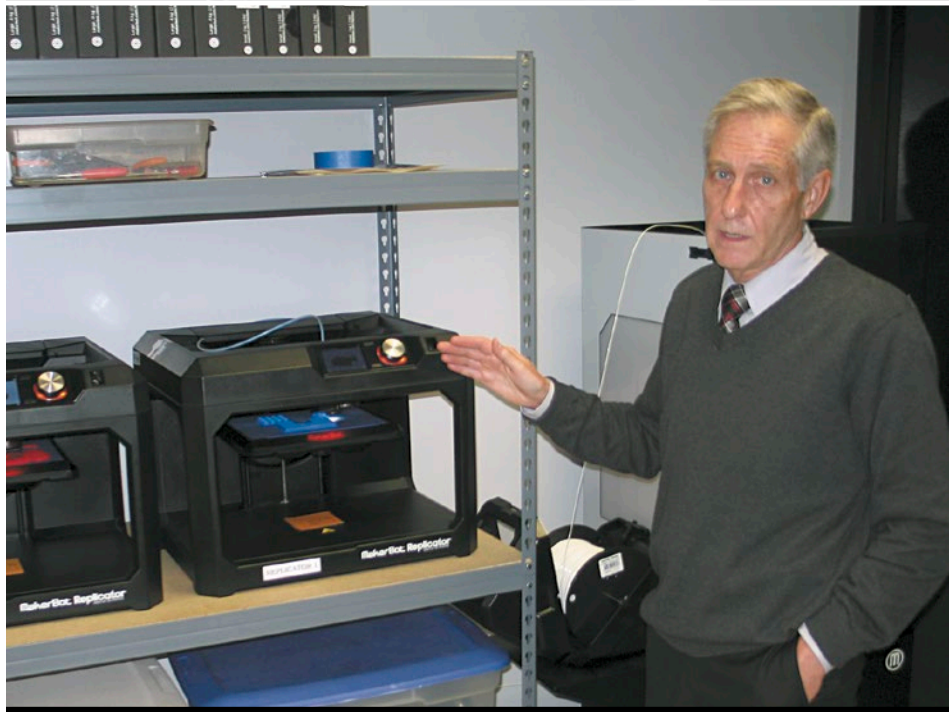
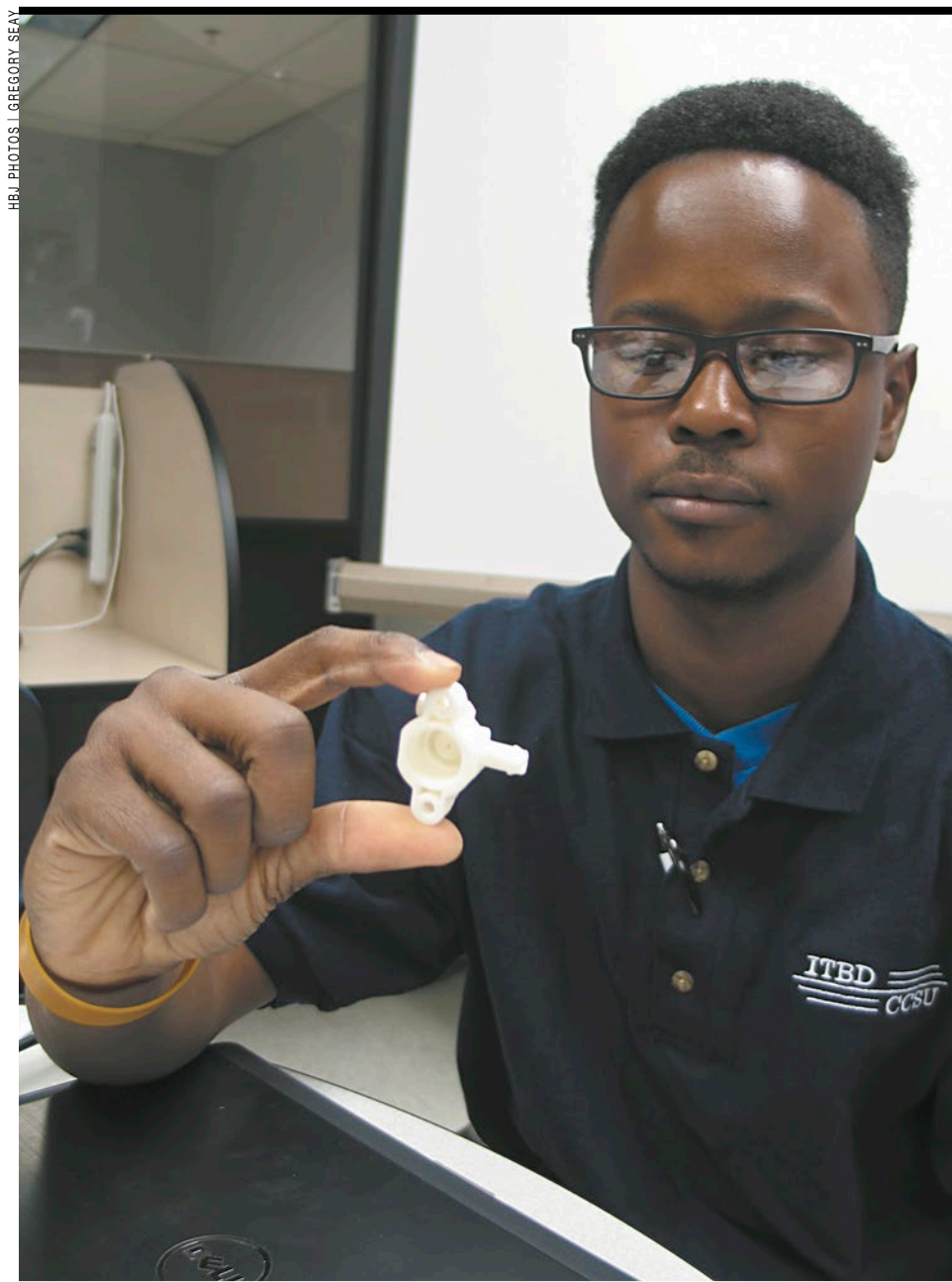
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CT's ivied walls provide tech support to manufacturers

By Gregory Seay

gseay@HartfordBusiness.com

When Innovative Machinery Group learned last spring that a customer needed a device to smooth artificial elbow joints, the East Granby maker of high-performance machine tools began searching for a solution.

IMG lacked a machine like that in its inventory, but knew that it — with some technical help — could devise one, said engineering manager Matt Lamoureux. But where to start? A phone call to the Michigan office of one of the world's foremost robot makers led Lamoureux back to Connecticut, to Central Connecticut State University's Institute of Technology & Business Development (ITBD).

Through ITBD's "faculty-in-residence" program, IMG linked up with an engineering professor versed in the technology IMG needed, plus the assistance from a trio of CCSU student-interns, to design and test a robotic device for smoothing those joints. With testing wrapping up, the first devices could be shipped to the customer soon, says Lamoureux, who credits ITBD with cementing the delivery pact.

"It was very important," he said. "That was a technology we weren't familiar with. It put us at least six months ahead of where we would have been without the help."

ITBD's faculty-in-residence program is part of a growing number of academic- and industry-sponsored initiatives meant to enable manufacturers to extract the maximum value from their technologies, financial and human resources, officials say. Goodwin College, for example, recently opened a new 27,000-square-foot business and manufacturing center that's offering new degrees in CNC engineering and manufacturing and supply chain and logistics management. Enfield's Asnuntuck Community College and UConn, among other schools, also offer advanced

manufacturing training programs.

The state, too, supports the sector via its public colleges and vo-tech high schools, as well as training-apprenticeship programs overseen by the state Department of Labor. The state Department of Economic and Community Development also runs the \$30 million manufacturing investment fund to sustain the sector's growth and expansion.

However, despite the many options available, and program sponsors' efforts to publicly promote their existence, many manufacturers don't utilize the support programs like ITBD.

"A lot of manufacturers haven't taken advantage of everything that's available," said Jerry Klupper, executive director of the New Haven Manufacturers Association.

Lack of awareness and a general reluctance among Connecticut manufacturers who are struggling technologically and/or financially to ask for help is a familiar refrain to ITBD Director Jessica Skuby and her boss, ITBD Managing Director Richard C. Mullins Jr.

Both say the organization, which although affiliated with CCSU has a \$2 million yearly budget funded via consultation fees with clients and state and federal grants, has a tough time trumpeting its dual mission of industry support and skills development for a new generation of manufacturing engineers and technologists.

Mullins says ITBD's faculty-in-residence program models CCSU's mission not only to educate its pupils but the wider community into which those students will eventually transition to start careers.

One of ITBD's resident faculty, Haoyu Wang, a CCSU professor of manufacturing and construction management, has worked, along with one of the school's prize students, as an adviser to some of the 11 Connecticut manufacturers participating in the faculty-residence program.

"He's an educator first, then a consultant," Mullins said of Wang. "He's there to educate, to expand knowledge."

Aside from their own and university-linked Internet homepages, ITBD officials say they also rely on private-partner ties to get their messages out. For instance, the

CCSU senior Marc-Charles Morquette of Stratford (top) with a part he created using additive technology. (Bottom) Thomas Menditto, TRIO ETS director at CCSU.

Continued ►

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MetroHartford Alliance, of which ITBD is a partner, has occasionally promoted ITBD's services in its daily push email newsletter.

The best way to pitch manufacturers with the message of problem-solving and instructor-student support, Lamoureux says, is for them to attend one or more of the manufacturing and aerospace trade shows and expos that occur from time to time in the state's key production hubs, such as Hartford, Bridgeport, Groton/New London, New Haven and Waterbury.

"If they really wanted to get in front of people like us," said Lamoureux, Innovative Machinery Group's engineering manager, "the trade shows would be the best bet ... or in the manufacturing publications."

Skuby says that sign-up and booth fees to attend industry forums and trade shows are challenging for ITBD's limited resources. However, the organization has participated in

manufacturing- and energy-related expos, as well as local and regional chambers of commerce forums throughout Connecticut and in Massachusetts.

In 2016, she said, ITBD will continue its regular participation in the Connecticut Business Expo, and in May, will attend Connecticut Innovations' annual Manufacturing 4 the Future event in Hartford.

Lamoureux said his company's successful interaction with ITBD would likely prompt him to reach out to them again. He declined to disclose the faculty-consulting fee his company paid to ITBD, but said "we got a very good deal based on the knowledge and services we received."

"We all can help each other," he said. "They've (ITBD) learned a lot from us and we've learned a lot from them. I'm never opposed to reaching out for help," But, he concedes, he's unlikely to point out ITBD to his competitors.

HBJ PHOTO | GREGORY SEAY



ITBD Director Jessica Skuby.

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Mark Roser (left) of Hebron's KeepSight and Mike Cocuzza of Mansfield's Enviro Power will join approximately 20 other companies in reSET's latest accelerator program cohort.

ReSET expands flagship accelerator program

By Matt Pilon

mpilon@HartfordBusiness.com

Hartford-based Social Enterprise Trust, also known as reSET, is thinking bigger as its startup accelerator program enters its fourth year in existence.

The nonprofit has redesigned its Impact Accelerator, opening it up to startups across the country, with the help of a \$50,000 grant it won from the U.S. Small Business Administration.

The money will also allow the socially-conscious reSET to switch to a pay-what-you-can model for participants, as opposed to a flat fee in previous years.

Participants will have access to free legal, financial and business mentors, co-working space, and networking with industry contacts and potential funders. A \$25,000 funding pool aimed at companies judged to have the best viability also waits at the end of the program, which includes monthly summits on topics like business model design, customer acquisition and strategy, as well as additional workshops.

Participants are also eyeing \$100,000 in competitive loans to be awarded this year from the nonprofit's Social Enterprise Investment Fund.

The accelerator has accepted 22 companies, double what it has allowed in the past when there were two programs per year.

Four of the companies are from outside Connecticut, including one from California, according to Rosie Gallant, reSET's director of programs, who said it was the most competitive application round in the young program's history.

"The reason we changed it is we want it

to be more interactive and more flexible for busy full-time entrepreneurs," Gallant said.

For Mike Cocuzza, president of Mansfield hardware startup Enviro Power LLC, which was accepted into this year's accelerator, the goal is to make sure his business plan is sound enough to go out to potential financial backers to fund a second prototype of the company's micro combined-heat-and-power generator.

"The fact that there is potential funding attached to it doesn't hurt," said Cocuzza, who recently received backing from an angel investor.

Mark Roser, president of Hebron's KeepSight, is developing an online eye test for an eye disease called macular degeneration, which robbed him of sight in his left eye 20 years ago, before many treatments were available.

Because detecting the disease early can be vital, he wants patients to have a better way to keep tabs on their vision in between doctor visits.

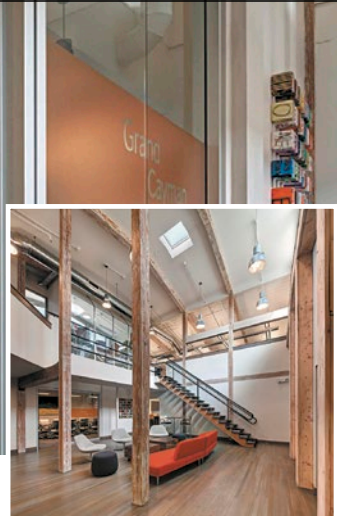
Roser is also drawn to the potential funding from reSET, which would help him get KeepSights patented tests, currently only existing in paper form, online.

Roser, who previously consulted for Pfizer on product development, said he also wants the program to help shift his focus, which for the past eight years has been zoned in on clinical trials.

"The key goal for us is to really shift us from product development, which is a lot more about the medical proof that it works, into the business mode of getting corporate sponsorships and getting distribution channels opened up," Roser said. ■

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BY THE NUMBERS

\$1.7M

The fees and other considerations Centerplan Cos. said it will waive to help trim cost overruns of Hartford's new minor league baseball stadium.

200

The number of people Comcast plans to hire in Connecticut this year to boost its customer service ratings.

15%

The approximate increase in Connecticut residents' average weekly wage over the past eight years, which equates to about a \$4-per-hour raise.

\$200,000

The state's projected surplus for the current fiscal year thanks to new revenue streams and budget cuts enacted by the General Assembly in December.

TOP 5 MOST READ

on HartfordBusiness.com

- CT home price decline worst in nation
- Sen. Bye starts new year with new job
- \$10M hole has city's ballpark 'sideways'
- CT Bartaco owner's \$74M credit refi
- State now projecting \$200K surplus

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Developers say construction of Dunkin' Donuts Park will be \$10 million over budget unless changes are made.

TOP STORY

\$10M hole has city's ballpark 'sideways'

A potential \$10 million cost overrun to build Hartford's minor-league ballpark makes it highly unlikely the stadium will be ready for the spring start of the baseball season, threatening the credibility of the city and the builder, city and team officials say.

Meantime, Hartford Yard Goats principal owner Josh Solomon, who relocated his team from New Britain on the city's promise of a new ballpark for the 2016 season, said he has no intention of digging into his or the team's pockets for the millions it would take to fill the construction deficit. The city budgeted \$56 million to erect the 6,000-seat stadium in the "downtown north" quadrant, off Main Street.

"We're sideways," Hartford Stadium Authority Chairman I. Charles Matthews said at a contentious three-hour plus special meeting last week at city

hall. "I'm trying to figure out what's the path forward."

Amid fingerpointing by Middletown developer Centerplan Cos., and its construction unit, and the city's construction adviser, International Facilities Group LLC (IFG) of Chicago, an IFG official acknowledged it was unlikely that Dunkin' Donuts Park would be ready by the April 7 start of baseball. Contractually, Centerplan agreed to deliver a largely completed ballpark to the city and its baseball tenant by mid-March.

"We're very disappointed," Solomon told the authority, whose members include Luke Bronin, who attended his first ballpark authority meeting since being sworn in as Hartford's mayor. "We have to figure out a plan to understand where we will be able to play."

GOVERNMENT, POLITICS & LAW

Report: Public retirement for private-sector workers feasible

The Connecticut Retirement Security Board has submitted a report to the General Assembly that says a public retirement program for private-sector employees is financially feasible under a range of market scenarios and plan designs. Connecticut is the first state in the nation to complete a market feasibility study of such a plan to address retirement financial insecurity.

The proposed program would not be mandatory for businesses that currently already offer a 401k plan or other workplace-based retirement savings options to all employees; it would not require that participating employers contribute to the program (only that they provide a payroll deduction mechanism for employees to contribute); and employee participation in the plan would be voluntary (they would be automatically enrolled, but can opt out if they prefer).

The report said the program could potentially serve, at a minimum, almost 600,000 Connecticut residents currently without access to workplace-based retirement savings.

ECONOMY

CT wages hit record highs

Wages for Connecticut residents have reached record highs, according to state Labor Department data, which shows private-sector wages have risen almost \$4 an hour in the last eight years.

According to the figures, in that span, weekly wages for residents, on average, have increased by about \$130 per week, a 15 percent increase. The data shows 2015 wages are the highest at any point ever reported.

Nationwide, Connecticut's hourly earnings rose the fifth highest of any state compared to overall hourly earnings since Nov. 2014.

Connecticut ranks fourth in America in average hourly wages as well as average weekly earnings.

Outward migration continues in CT

If moving trucks are any indication, the outward migration of Connecticut residents continued for the fifth straight year in 2015. An Atlas Van Lines Co. study said Connecticut was one of 18 outbound states for moving vans.

Connecticut is classified as outbound in Atlas' study, meaning more than 55 percent of shipments were going out of the state. In the last decade, it has either been classified as outbound or balanced, which means outbound traffic was below 55 percent.

The Northeastern states saw three major changes from 2014 to 2015, with Maine and Rhode Island going from balanced to inbound. Also, New Hampshire went from an inbound to balanced. The remainder of the states did not undergo any status change in 2015. New York and New Jersey have been outbound states for more than 13 years.

ADVERTISING, MEDIA & MARKETING

Courant names new top exec

The Hartford Courant Media Group has named Tom Wiley as its new publisher and CEO. He replaces Richard Daniels, who is leaving to head Tribune Publishing media companies in Baltimore and Allentown, Penn.

Prior to joining the Courant, Wiley was executive vice president of sales for Digital First Media. That role included oversight of New Haven Register, Torrington Register Citizen, and Middletown Press, as well as Connecticut Magazine. He had previously worked for Lee Enterprises and Berkshire Hathaway.

Daniels took over as head of the Courant in late 2014 and had been running the Hartford, Baltimore, and Pennsylvania properties on an interim basis for the past several months.

NBC CT adding news broadcast

NBC Connecticut, which is an NBC-owned station, will add a 4 p.m. newscast starting in late May, intensifying competition in the local TV news market.

NBC joins Fox 61 as the only local stations to offer a 4 p.m. newscast.

HEALTH CARE

ECHN expands behavioral-health services

Eastern Connecticut Health Network last week announced the opening of a new behavioral-health unit located in its emergency department at Manchester Memorial Hospital.

The \$1.2-million expansion was funded through the estate of the late Raymond "Sonny" Damato and can accommodate up to 11 patients.

ECHN's behavioral-health programming currently includes a 25-bed adult inpatient unit, six-bed adolescent inpatient unit, among other services.

ECHN this month also is beginning construction of a 30-bed inpatient eating-disorder unit at Rockville General Hospital.

TECHNOLOGY

Hartford area computer-services firms merge

Connecticut Computer Service Inc. and CASE Partners have announced their merger. CASE will operate as a division of Connecticut Computer Service. No financial details were disclosed.

CASE, based in Hartford, has been operating for 22 years providing application and web development services. Connecticut Computer Service provides network infrastructure support services. It has locations in Rocky Hill and Southington.

Network and infrastructure services will continue to operate out of Connecticut Computer Service's Southington and Rocky Hill locations. Web, mobile and application development activity, including all salesforce consulting services, will operate out of CASE Partners' downtown Hartford office.

ENERGY & UTILITIES

Eversource wraps \$483M reliability upgrade

Eversource and fellow utility National Grid said they have completed a \$483 million electric grid upgrade that will improve power delivery in southern New England.

The so-called Interstate Reliability Project includes station upgrades and a new 75-mile transmission line in Connecticut, Massachusetts and Rhode Island.

"The Interstate Reliability Project improves the efficiency of the grid by eliminating system bottlenecks and improving the flow of power within our region," David Boguslawski, vice president of transmission strategy & operations at Eversource, said in a statement. "The project also supports the region's economic growth and environmental goals through greater access to newer, more efficient, and cleaner generating plants."

Work on the upgrade began in late 2013. The project is one of a handful of projects that comprise Eversource's New England East West Solutions transmission initiative, which is meant to allow electricity to flow more easily and cost-effectively from power plants to end users.

Eversource said transmission reliability has become even more vital over the past decade, as the region has faced a wave of power plant closures.



Eversource's power transmission lines linking Norwalk and Middletown.

Transmission lines are also a key revenue source for utilities like Eversource.

HOSPITALITY & TOURISM

CT Bartaco owner's \$74M credit refi

The Norwalk owner of the Barcelona Wine Bar and Bartaco restaurants in West Hartford and other parts of the state has received a \$74 million credit line and a new equity partner to expand its brand.

Barteca Holdings announced last week aside from the refinanced credit line involving Citizens Bank, it picked up Wall Street global equity investor General Atlantic as a partner. Rosser Capital Partners was an existing investor.

General Atlantic's stake was not disclosed.

Barteca co-founder and CEO Andy Pforzheimer, in an email,

said no changes are planned for its West Hartford Barcelona and Bartaco locations on Farmington Avenue.

However, Pforzheimer said some of the credit line may be "used to create a brand-new Barcelona down the street from our original location in Norwalk."

"Lease is up after 20 years, and we are going to build a completely new 'prototype' Barcelona here, near our home offices," he wrote.

Six Barcelonas and three Bartacos in Connecticut comprise the 26 Barcelonas and Bartacos spread across the East Coast, from Boston to Tampa, Pforzheimer said.

WHAT'S AHEAD:

- 1/18 Focus: **Health Care**
- The List: **Largest Hospitals**
- Nonprofit Profile: **Capital Workforce Partners**

CALENDAR

THURSDAY, JAN. 28

Business Day at the Hartford Boat Show

Opening day of the Hartford Boat Show will focus on the business of recreational boating in Connecticut, its economic impact, workforce and small business.

The show runs Jan. 28-31 at the Connecticut Convention Center, 100 Columbus Blvd., Hartford. Now in its 47th year, the Hartford Boat Show features the newest boats on the market including center consoles, fishing boats, luxury cruisers, sport and ski boats, sailboats, personal watercraft, paddle boats and boards in addition to fishing gear and tackle, marinas and boatyards, other marine services and boating accessories. The show is produced by the Connecticut Marine Trades Association and is open to the public.

It will feature over 125 exhibitors, 250 boats and watercraft, as well as educational seminars and demonstration areas.

Cost to attend is \$12.

For more information contact: Kathleen Burns 860.767.2645.

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Largest insurance companies in Greater Hartford

(Ranked by number of local employees as of Sept. 2015)

Rank	Company	Local employees	U.S. employees	Total revenue FY 2014	Services and products offered	Top local executive(s)	Year founded
1	The Travelers Cos. Inc. 1 Tower Square Hartford, CT 06183 860-277-0111; www.travelers.com	7,400	28,000	\$27,000,000,000	Property and casualty insurance	Alan D. Schnitzer CEO Brian MacLean president & COO	1864
2	The Hartford Financial Services Group 1 Hartford Plaza Hartford, CT 06155 860-547-5000; www.thehartford.com	7,000	17,500	\$18,614,000,000	Property and casualty insurance, group benefits, mutual funds	Christopher J. Swift chairman & CEO	1810
3	Aetna Inc. 151 Farmington Ave. Hartford, CT 06156 860-273-0123; www.aetna.com	6,200	50,100	\$58,003,200,000	Traditional, voluntary and consumer-directed health insurance products	Mark T. Bertolini chairman & CEO	1853
4	UnitedHealth Group (UnitedHealthcare) 185 Asylum St. Hartford, CT 06103 860-702-5000; www.uhc.com	4,500	180,000	\$130,500,000,000	Commercial and individual health plans, Medicare plans	Jim Bedard CFO & COO, Northeast region	1974
5	Cigna Corp. 900 Cottage Grove Road Bloomfield, CT 06002 860-226-6000; www.cigna.com	4,200	37,000	\$34,914,000,000	Medical, dental, behavioral health, pharmacy, vision, supplemental benefits, plus group life, accident and disability insurance	David M. Cordani president & CEO	1792
6	Massachusetts Mutual Life Insurance Co. 100 Bright Meadow Blvd. Enfield, CT 06082 860-562-1000; www.massmutual.com	2,000	6,700	\$26,400,000,000	Retirement services, annuities, life insurance, disability income insurance, long-term care insurance	Roger W. Crandall chairman, president & CEO	1851
7	Voya Financial (1) One Orange Way Windsor, CT 06095 855-663-8692; www.voya.com	1,800	6,500	\$11,000,000,000	Retirement, annuities, investment management, individual life, employee benefits	Rodney O. Martin Jr. chairman & CEO Gary Baxter CIO	IPO conducted in 2013
8	Anthem Blue Cross and Blue Shield (2) 108 Leigus Road Wallingford, CT 06492 800-922-4670; www.anthem.com	1,400	47,500	DND	Medical, dental, vision, life, disability, pharmacy	Jill Rubin Hummel president & general manager	1936
9	Prudential Retirement 280 Trumbull St. Hartford, CT 06103 860-534-2000; www.prudential.com	981	20,057	\$54,100,000,000	Record keeping, administrative services, investment management, employee investment education and communications, trustee services	Christine C. Marcks president	1875
10	ConnectiCare Inc. 175 Scott Swamp Road Farmington, CT 06032 860-674-5757; www.connecticare.com	745	DND	\$1,300,000,000	Medical and dental insurance products for businesses, municipalities, individuals and those Medicare eligible	Michael Wise president	1981
11	Liberty Mutual Insurance 95 Glastonbury Blvd., Suite 204 Glastonbury, CT 06033 860-659-4111; www.libertymutual.com	551	50,000	\$39,600,000,000	Automobile, homeowners, accident, health, general liability, property, surety, workers compensation, group disability, group life, specialty lines, reinsurance, life and annuity products	David H. Long chairman & CEO	1912
12	The Hartford Steam Boiler Inspection and Insurance Co. 1 State St., P.O. Box 5024 Hartford, CT 06102 800-472-1866; www.hsb.com	440	2,450 (3)	\$1,200,000,000	Engineering and technical risk, equipment breakdown insurance products, other specialty coverage, related inspection services and engineering consulting	Greg Barats president & CEO	1866
13	XL Catlin (4) 100 Constitution Plaza Hartford, CT 06104 860-246-1863; www.xlcatlin.com	368	2,330	\$7,760,000,000	Property, casualty, professional, specialty (environmental, equine, space and aviation, marine, cyber), surety, excess and surplus, reinsurance	Anthony Vidovich global head of claims	1986
14	The Phoenix Cos. Inc. 1 American Row Hartford, CT 06102 860-403-5000; www.phoenixwm.com	365	640	\$1,666,900,000	Life insurance and annuities	James D. Wehr president & CEO	1851
15	Allied World Assurance Company Holdings, AG (AWH) 1690 New Britain Ave., Suite 101 Farmington, CT 06032 860-284-1300; www.awac.com	273	727	\$2,450,653	Professional liability, management liability, health care, directors and officers, property and casualty, surety	Susan Chmielecki president of North American Healthcare, branch manager	2001
16	Amica Mutual Insurance Co. 43 Western Blvd. Glastonbury, CT 06033 800-382-6422; www.amica.com	120	3,500	\$1,970,800,382	Auto, home, marine, personal umbrella liability insurance	Catherine A. Franks resident vice president	1907
17	Travel Insured International 855 Winding Brook Drive Glastonbury, CT 06033 800-243-3174; www.travelinsured.com	115	DND	DND	Travel insurance	Jonathan Gehris president & CEO Peter Gehris chairman	1994
18	HealthyCT 35 Thorpe Ave. Wallingford, CT 06492 855-458-4928; www.healthycct.org	70	70	DND	Individual, small and large group health insurance	Ken Lalime CEO	2011
19	Harvard Pilgrim Health Care 185 Asylum St. Hartford, CT 06103 860-757-6900; www.harvardpilgrim.org	19	1,211	\$2,500,000,000	Health insurance	Beth Roberts senior vice president for regional markets	1969

Source: Individual companies and SEC filings. Note: DND=Did not disclose. MetLife Inc., Lincoln Financial Group, Chubb Group, and IFG did not respond to the survey.

(1) Voya Financial Inc. was formerly ING U.S.

(2) Figures are from 2014.

(3) Figure is worldwide.

(4) May 1, 2015, XL Group acquired Catlin Group Limited. The financials for FY 2014 reflect XL Group's insurance and reinsurance operations only.

—Compiled by Stephanie R. Meagher.

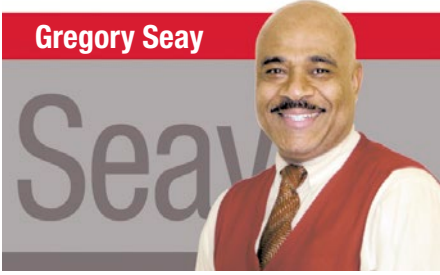
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With extra funds, urban-renewal oasis' facelift on track

Gregory Seay



One of Hartford's oldest affordable apartment communities, erected in the early '60s to house city residents displaced by downtown urban renewal, is entering the second phase of its year-long, \$12.3 million redevelopment.

Formerly Twin Acres, the renamed Stonington Acres is a 40-unit, low- and moderate-income and senior-housing complex at 54 South Prospect St., in the city's South End. On Dec. 15, a six-month renovation was completed on the first 29 units, whose occupants — temporarily relocated during construction — began moving back just before Christmas and were all in place by New Year's Eve, according to Emily Wolfe, deputy director for nonprofit owner/developer Sheldon Oak Central Inc.

All pre-existing apartments have, or will, renovated kitchens and bathrooms; upgraded insulation; and energy-efficient heating systems. Several two-story units got new third floors, plus five new non-income restricted living units are incorporated into the redesign. Pre-leasing of those five units is underway, Wolfe said via email.



The "before" (left) and "after" (right) vistas of several units of Stonington Acres, a low-to-moderate income and senior-housing community in Hartford's South End.

Monthly rents for the two-bedroom units tied to residents' incomes range from \$825 to \$1,022; three-bedrooms from \$949 to \$1,167. The five unrestricted-income units rent at the high end of the range.

In addition, to give the entire complex more "curb appeal," and to blend better with adjacent housing, including the redesigned Dutch Point residences and The Corporation for Independent Living's Popieluszko Court townhomes under construction, parking was redesigned and landscaping and grounds were enhanced.

However, some of those enhancements almost did not happen but for some last-minute financial support from regional electricity provider Eversource, formerly Connecticut Light & Power/Northeast Utilities, Wolfe said.

Despite private and public funding sources in hand, Sheldon Oak Central encountered unexpected headwinds when it belatedly



PHOTO | CONTRIBUTED

discovered that its year-earlier labor- and materials-costs estimates had ballooned. Moreover, extra environmental testing uncovered more hazardous materials that required abatement, Wolfe said.

The nonprofit landlord, too, was burdened with the cost of relocating residents into temporary housing and back, and footing the rent difference between their existing and temporary locales.

In response, she said, Sheldon Oak Central trimmed Stonington's redevelopment budget, eliminating some items from the parking, landscaping and paving budgets, as well as omitting some architectural features, such as columned porticos.

"Eversource's funds were crucial," she said, "because the actual costs of construction in 2015 were considerably higher than the estimates we prepared when we applied

for funding over a year before, an overage of nearly 40 percent."

Stonington Acres isn't Eversource's first financing of affordable housing in the state, spokesman Mitch Gross said.

"We are committed to supporting communities and Stonington Acres is another example of how the development of affordable housing for at-risk populations helps to maintain the fabric of Connecticut's cities and towns," Gross said via email. "... We are pleased to play a part in this effort."

With Eversource's December purchase of the tax credits, the landlord was able to restore nearly all the previously omitted upgrades/features, Wolfe said.

Meriden's Carabetta Brothers Inc. is general contractor; Farmington's Schadler Selnau Associates is architect.

Work on the other 11 units is underway, with completion set for spring. Occupants of those units will return as work is finished.

According to Wolfe, TD Bank provided a \$4.9 million construction loan, with the city contributing another \$700,000.

That construction funding will ultimately be replaced by a permanent financing package consisting of a state Housing Department loan of \$3.2 million; sale of \$8.2 million of federal low-income housing tax credits; Eversource's \$499,266 state tax-credit contribution; and a \$300,000 loan from the city.

Gregory Seay is the Hartford Business Journal News Editor.

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to Watch **5** in 2016

Here is a look at five business, nonprofit and higher education leaders to watch out for in 2016.

5



Robert A. Landino, founder/CEO, Centerplan Cos., Middletown.

PHOTO | STEVE LASCHEVER

Landino aspires to erase Hartford's dim view

By Gregory Seay
gseay@HartfordBusiness.com

Developer Robert Landino says he's looking forward to changing to positive the tenor of conversations about prospects for downtown Hartford.

Landino's Middletown-based Centerplan Cos., of which the civil engineer is founder and CEO, is building Hartford's minor-league baseball stadium, Dunkin' Donuts Park, where the Yard Goats are set to open their 2016 season in April.

That project has become a bigger challenge than envisioned. As city officials voice uncertainty about the park's completion timetable, as well as questions about an estimated \$10 million in cost overruns rung up on the park's estimated \$56 million pricetag, Centerplan is now proposing stadium changes — and other options — to bring costs under control.

"It's certainly going to be a race to the finish," Landino said in late 2015 of the construction pace that still must contend with winter weather. "You might not be able to buy a hot dog in center field, but we'll be playing baseball."

When it opens, the 6,000-seat ballpark will anchor the planned redevelopment of the quadrant known as "Downtown North," or DoNo. Around time work wraps on the ballpark, ground is set to break in the spring on DoNo's next phase in Block E, Landino said.

There, at the intersection of Trumbull and Main streets, Centerplan plans to erect apartments and retail spaces with a development pricetag of about \$120 million, he said. The south end of that block will contain the apartments and entertainment-focused retail, such as restaurants; the

north end will feature more "community-focused retailers," including a supermarket, Landino said.

Collectively, Centerplan's DoNo redevelopment, in tandem with partner LeylandAlliance, is already having an impact on insiders' and outsiders' impressions about Hartford, Landino said.

"One of my goals is to begin to change the conversation about Hartford in 2016," he said. "We want it to be more about the positive aspects of Hartford."

In mid-December, Landino got an early start toward that goal, baring plans to begin construction in late 2016 on a 170-room Hard Rock Hotel that could open in 2017, adjacent to the ballpark. Centerplan will own the hotel; Hard Rock will manage it.

"We believe in what we're doing. We're positive. I wouldn't be risking millions of dollars and putting my reputation at risk if I didn't believe in Hartford," Landino said.

Landino's development mark also will continue to touch on other regions of the state next year.

In Farmington, Centerplan has received local approval to break ground as early as next summer on the approximately \$70 million, 268-unit Charles House Commons luxury apartments/condominiums, in the town's Unionville section.

In East Windsor, Landino is in contention to develop a casino near I-91 and Route 5.

In Mansfield, Centerplan and LeylandAlliance are finishing up the third phase of their Storrs Center mixed-use development, with the approximately \$10 million build-out of townhouses and market-rate apartments.

In New Haven, Centerplan will continue with

Continued on page 14



BNE Energy CEO Gregory Zupkus stands in front of one of two BNE turbines in Colebrook.

PHOTO | MATT PILON

Zupkus hopes for windy CT energy future

By Matt Pilon
mpilon@HartfordBusiness.com

As vehicles meander around a turn going west down Route 44 where Winchester meets Colebrook, the view of the road's next peak is suddenly pierced by the tallest structure this side of Hartford.

The 2.85-megawatt General Electric wind turbine, 30 stories tall at the hub of its rotating blades, which reach to nearly 45 stories at the tips, is one of two turbines at Connecticut's first commercial wind farm, developed by BNE Energy. The third has been approved, and could be built in 2016.

Turned on in October, the two turbines sit atop Flagg Hill, which has a winding residential street climbing a portion of it. A sign in a neighbor's yard — remnants of a recently concluded three-year legal battle that BNE won — demands in red letters:

"No industrial wind turbines."

The \$23 million Wind Colebrook South project is significant because it's the first in a state that has been slow to adopt wind energy. Additionally, the three-year legal battle that led to its approval — capped by a state Supreme Court decision in the fall of 2014 — opens the door to more wind projects that could reveal themselves this year.

With the Colebrook turbines now generating enough electricity to power every house in town, BNE CEO Gregory Zupkus, 53, said he's changed gears.

"Right now, it's about keeping these running, working with GE on managing that aspect of it, paying our bills, creating revenue, and making this wind project successful," Zupkus said.

In 2016, the third Colebrook South turbine, which would be built further from the road, is an

Continued on page 12

Paula Gilberto must deal with declining government aid and corporate mergers as she becomes head of the regional United Way in March.

HBJ PHOTO | KEITH GRIFFIN



Gilberto seeks smarter spending in leaner times

By Keith Griffin

kgriffin@HartfordBusiness.com

As a child of first-generation immigrants, Paula Gilberto grew up in a New Britain neighborhood where people watched out for each other. It was decidedly blue collar but the people took pride in giving back even while working long hours to provide for their families.

Those childhood values helped guide Gilberto's career path, which

culminates in March when she becomes president and CEO of the United Way of Central and Northeastern Connecticut. She replaces Susan B. Dunn, who announced her retirement in November.

Gilberto, United Way's current senior vice president, sat for an hour-long interview at her Arbor Street office in Hartford's West End. She joined United Way in March 1998 as vice president of

Continued on page 12

Ojakian tries to rebuild CSCU system trust, finances

By John Stearns

jstearns@HartfordBusiness.com

Mark Ojakian stepped into his role as president of the Connecticut State Colleges & Universities (CSCU) system on Sept. 28 facing myriad challenges, from funding constraints, to declining enrollment and a new faculty contract to negotiate.

Discussing the issues he faces in 2016, the fourth president in the four-year-old, \$1.2 billion CSCU system, which consolidated 17 colleges

and universities under one umbrella, said he wants to bring stability and consistency to the system, leverage its strengths to make it work as intended and mend fences with various constituencies, including teachers, who haven't seen eye-to-eye with previous leadership.

"The important first step is to re-establish the relationships that have been damaged — with the General Assembly, with the faculty, with the presidents, with the business community, with the

Continued on page 14



Mark Ojakian faces a tough task battling funding and enrollment constraints at the Connecticut State Colleges & Universities system.

HBJ PHOTO | JOHN STEARNS

CT Children's CEO James Shmerling said he must tackle both immediate fiscal challenges and insurance-contract design.

HBJ PHOTO | MATT PILON



CT Children's Shmerling willing to take risks

By Matt Pilon

mpilon@HartfordBusiness.com

Connecticut Children's Medical Center is the state's largest pediatric hospital outside of Yale, but its new CEO James Shmerling knows that won't be enough to ensure financial viability.

Hired in November after a nearly nine-year stint at Children's Hospital Colorado, Shmerling is arriving at a relatively young institution that has grown its footprint in recent years and won accolades for several of its

specialties, but also run into financial challenges.

"It's had some ups and downs financially, it's had some difficulties, but it's a strong hospital providing terrific care," Shmerling, 61, said in a December interview. "What I see here is tremendous potential to be a highly ranked national children's hospital."

He acknowledges many structural and competitive hurdles stand in the way of long-term success.

But the Nashville native,

Continued on page 14

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to Watch **5** in 2016

► Zupkus

immediate priority. Zupkus and BNE Chairman Paul Corey — lifelong friends and business partners since 2006 — plan to bid on an expected request for proposals from the Department of Energy and Environmental Protection that would lead to another purchase agreement for the power the turbine would produce.

A second three-turbine project, Colebrook North, which would be sited a mile down Route 44, has received most of the necessary approvals. But Zupkus said that project may not move forward in 2016.

"We're still on hold," he said. "We haven't made a decision."

Colebrook South received \$2.8 million in financing from the Connecticut Green Bank. Webster Bank provided the bulk of the project financing (\$12.1 million), according to the Green Bank.

BNE started site work in Colebrook in late 2013, in time to qualify for a federal tax credit that expired last year. Congress last month voted to extend the credit through 2020, which negates the need to rush the third Colebrook South turbine, and will benefit future projects.

"It will be a boon to wind development in New England," said Corey, who predicted other developers could propose wind projects in Connecticut this year.

BNE has already set its sights on a 20-megawatt wind farm in the state. Zupkus would only reveal that he and Corey have identified 5,000 acres approximately 15 miles from the Flagg Hill site that could have as many as nine turbines.

"They'll be buried in the forest, so you're not going to have neighbors that are too close," Zupkus said.

They would need to get the project through the Connecticut Siting Council, which now has detailed wind-power regulations, thanks in part to the regulatory process and legal fight surrounding the Colebrook development. Crafted after a three-year moratorium on wind power enacted by the legislature, the regulations govern things like turbines' distances from homes and limits on size.

BNE's Colebrook projects were grandfathered in, but Zupkus said the regulations will be a benefit because they give BNE a clear roadmap of how to proceed on future projects.

"Now it's black and white," he said.

An engineer by training, with degrees from Embry-Riddle Aeronautical University and Wentworth Institute of Technology, Zupkus started his career making radar systems for defense contractor Unisys Corp., before moving on to technical and external affairs roles for Southern New England Telephone Co., which has been sold several times since 1998, and is now owned by Frontier Communications.

Zupkus' hobbies include skiing with his family and training for triathlons, which he has been running for 25 years. He plans to compete in his first Ironman triathlon next year in New York.

He lives in Prospect with his wife, Republican State Rep. Lezlye Zupkus, and their two daughters, ages 14 and 8, whom they adopted from China.

Corey, who is an energy attorney and former executive director of the predecessor agency to the Public Utilities Regulatory Authority, said he and Zupkus' varied backgrounds are an asset to BNE's business.

"To accomplish everything you need to do to get a project like this built you need a variety of skills," Corey said. "I think that's what makes us effective."

► Gilberto

community services, overseeing the organization's nonprofit resource and volunteer centers.

She acknowledges there are challenges both she and the United Way face in 2016. Topping the list will be a focus on not just how much money her organization raises and how many people are served, but how well funds are spent. "[We] are going to be concerned with how many and how well [beneficiaries are served]," she said.

The United Way, which has evolved from strictly being focused on philanthropy over the years, works on community partnerships that help people become independent whether it's through better education in elementary school or job development. "I really believe in the value of collaboration," Gilberto said, adding the United Way in a time of intense competition for resources can be a place where people gather together to work on issues. "No one entity is going to be able to tackle issues. It's on the shoulders of all of us."

David Garvey, director of UConn's Non-profit Leadership Program, said Gilberto's biggest challenge will be keeping programs going when government funding is declining. He said she also faces the challenge of mergers affecting corporate philanthropy. "Mergers aren't the healthiest thing for a corporate environment. That brings the dollars together, but often there is a potential for a shrinkage for overall giving," said Garvey, adding that Gilberto's strengths are developing partnerships and making them work.

While industry consolidation is a concern to Gilberto, she doesn't seem overwhelmed by potential mergers involving The Phoenix Cos., Anthem, Cigna and Aetna.

She said each of those companies have a "deeply-rooted tradition of supporting health, human services, education and the arts in the communities where their employees live and work." She said it's too early to tell what impact the mergers will have, but she's hopeful "that their commitment to our local community remains solid despite a change in corporate structure."

Joseph Spalluto, retired group head of fixed income for investment bank Keefe, Bruyette & Woods, said mergers and acquisitions can lead to diminishing philanthropic resources over time, but it's not a new trend.

"This has been going on for years," said Spalluto, who serves on the boards of St. Francis Hospital and Medical Center as well as the University of St. Joseph. "All the major banks are gone, like Hartford National and CBT, through mergers and acquisitions," adding that St. Francis Hospital was recently acquired by Michigan-based Trinity Health.

Gilberto said two broad program initiatives she will focus on are jobs and education. The latter includes ongoing efforts to have children reading at grade level by grade four. She said research shows children hitting that milestone typically do better academically and stay in school through high school graduation. The United Way will also focus on having ninth grade students equipped with the skills to succeed academically to graduate high school on time and be ready for college or the workforce.

Gilberto also said the United Way will focus on jobs training to help individuals obtain skills for in-demand jobs that pay a living wage.

"Our intent is to work with other philanthropic organizations that share the commitment to do something of significance for families," said Gilberto.



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to Watch 5 in 2016

► Landino

construction of more office and retail structures in its Route 34 West development.

In North Haven, Landino says the first

units will go on sale next spring at Centerplan's 149-unit townhome/condominium community, Pierpont Ridge. Units will be priced at around \$350,000, Landino said.

"This is probably as busy as we've been since

we started our company [in 2008]," he said.

A former Old Saybrook selectman and three-term state lawmaker, Landino grew up in New Haven. He has a civil engineering degree from the University of Hartford, and

later was involved in co-founding Meriden land-planning/design firm BL Companies.

Landino also was involved in the multi-million-dollar renovation of the state's 23 highway service plazas. ■

► Ojakian

governor and his administration. While it might not seem like we're off to a good start with the faculty (teachers publicly voiced displeasure in October after they were asked to make several contractual concessions including allowing more part-time staffers and eliminating annual bonus payments), I think most of the faculty that I have met with, we are able to have some very constructive conversations about the future of the system," said Ojakian, who most recently was Gov. Dannel Malloy's chief of staff for four years.

Ojakian said collective bargaining isn't easy, but he's committed to faculty participating in the process, which will have to result in finding cost savings. He realizes his actions will have to speak as loud as his words to the nearly 7,300 teachers whose contracts will be negotiated.

"If you don't have good relationships, then you're not going to be able to do anything," Ojakian said.

Ojakian, who has a two-year contract and an

option for a third, is used to challenges in previous state roles, including as deputy secretary of the Office of Policy and Management and deputy comptroller. This is another, but he sees it as an opportunity to run the CSCU system as envisioned, as a resource and ally to faculty.

A big challenge is dealing with state support not keeping up with faculty pay increases and more costly benefits. While student tuition and fees have risen at a higher rate than state support, Ojakian cited a need for mutual sacrifice to meet CSCU's mission with the least impact on students.

The system needs to look at other ways of generating revenue, possibly through more public-private partnerships, better use of philanthropy, or different kinds of tuition and fee structures, he said.

"I don't think the system has ever offered to the governor or the legislature an initiative or big vision for the system," Ojakian said, citing UConn's Next Generation Connecticut initiative as an example. "My goal is to work with

my team here and all the institutions to figure out what that is for us. I'm not afraid to go forward with an initiative that's going to cost more money. If it benefits the economic development strategy of our state, then I think we have a shot of getting the governor to listen to us and the legislature to buy into this, because it's a partnership that has to happen."

Ojakian also wants to remove obstacles for students, particularly those with economic disadvantages.

"I want to take a holistic approach to not only what's keeping all students from coming, enrolling, staying and graduating, but reducing the disparity that currently exists in our institutions based on economics and race — so that's very, very important to me," Ojakian said.

He also would like to see a statewide approach to better match the needs of the business community with schools and better leverage the CSCU system to meet those needs across Connecticut.

Better leveraging the CSCU system and

improving efficiencies is a theme. That doesn't mean cutting programs or jobs, Ojakian said, but using technology, for example, to improve purchasing, which is now done by individual campuses rather than exploiting the state's bulk purchasing.

He also wants to know if there's a better way to process financial-aid applications, perhaps at the system level, to allow campus counselors more time with students.

"I want to find a way to provide our campuses with more hands-on opportunities with their students and less time focusing on administrative processes," he said.

He also wants to better market the schools to counter declining enrollment and create a task force for recommendations.

The campuses like the approach, he said.

"They've never seen the system office before as a resource, they've seen it as kind of an entity to give directives, but not to work with them to accomplish a goal and that's what I want to do," he said. ■

► Shmerling

who has a wife, four children and five grandchildren, says he's up to the task. Shmerling previously worked in leadership roles at no less than five pediatric hospitals around the country in his 36-year career. He's been in healthcare markets with steep for-profit competition, like what he faced as CEO of Children's Hospital Colorado between 2007 and last summer. He's worked at a university-owned health system (Vanderbilt) and a Methodist system in Tennessee — his home state.

He's also an immediate past chairman of the Children's Hospital Association, which has members nationwide. He even helped Irish health officials site a new national children's hospital in Dublin several years ago.

It's those credentials that led CT Children's to hire Shmerling, according to Chip Gengras, chairman of the hospital's board of directors and president of Gengras Motor Cars.

"Jim has been in organizations that have been in similar places to where we are right

now," Gengras said. "He has a passion and experience that came through very clearly."

One of the hospital's biggest challenges is that more than half of its patients are on Medicaid, which doesn't fully cover actual costs. That helped drive budget deficits at CT Children's totaling \$35 million in fiscal years 2013 and 2014, and prompted the hospital to ask, and receive, a \$10 million state grant last year to shore up its finances.

Shmerling insists the hospital can remain independent, but he won't rule out asking the state for another grant this year. The hospital is going through a strategic planning process to create operational efficiencies.

Shmerling said he is also going to expect more from the CT Children's foundation, with a goal of approximately doubling annual fundraising to \$25 million within three years. To lead that charge, CT Children's last month appointed David Kinahan, previously vice president of development at Tulane University School of Medicine, as foundation president.

Shmerling also hopes to grow CT Children's

patient base through pediatric partnerships with other hospitals, work already started under his predecessor, Martin Gavin.

CT Children's has care agreements with Hartford Healthcare, Yale, and Baystate and Shriners hospitals in Springfield, Mass. It also has research partnerships with UConn Health and Jackson Laboratory.

"We have those collaborative models," Shmerling said. "One of the things the board asked me is 'how do we expand that?'"

In addition, consolidation is a difficult proposition for a children's hospital, which would have to compete with other, more profitable services as part of a larger hospital system.

"Pediatrics doesn't make a lot of money," he said. "No big adult system wants to take that all on."

Besides expanding its patient numbers, the Massachusetts partnerships are also aimed at another threat — competition.

Shmerling is casting a wary gaze as far away as Boston, where he senses a coming Connecticut encroachment by the much larger Boston Children's Hospital, which last year acquired a

sizeable pediatric practice in eastern New York that has several offices in Fairfield County.

"Nothing's going to stop them," Shmerling said. "We've got to be more competitive and say 'here's the demarcation line and we're going to compete like crazy if you try to cross it.'"

Shmerling also wants to move CT Children's away from fee-for-service insurance contracts towards risk-based contracts that reward the hospital for good health outcomes of a patient population, but penalizes it if it doesn't perform up to snuff.

He is hopeful about a piece of federal legislation that would offer a new payment model for pediatricians and primary care doctors who care for chronic and expensive Medicaid patients.

Shmerling said he also plans to engage directly with insurers and Medicaid officials to see if they would be willing to design risk-based contracts.

"Children are such a small part of the overall spend that I think we can convince them to experiment with us ... and demonstrate whether it can work," he said. "This is an insurance town." ■

SENIOR ANALYST, CLIENT TECHNOLOGY

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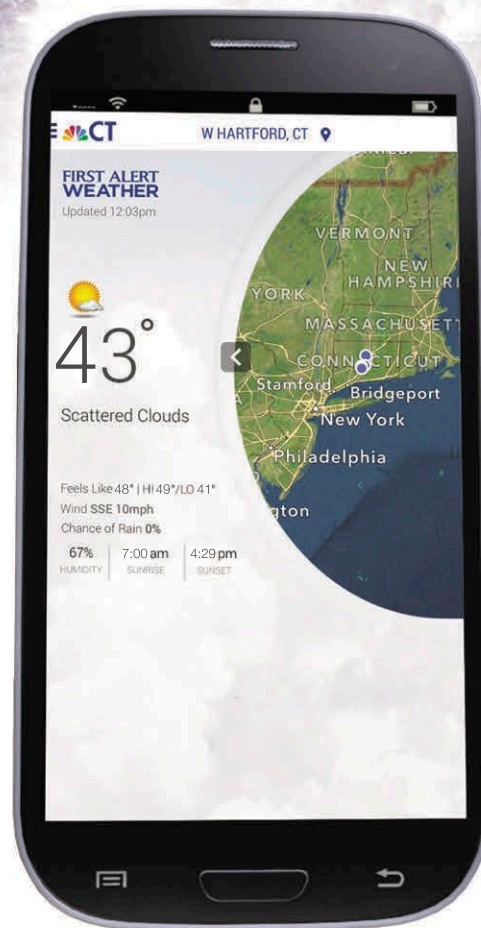
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Suppliers see weather, PR fallout

The crackdown by the state legislature and the Public Utilities Regulatory Authority (PURA), lobbied for by the Office of Consumer Counsel (OCC) and Attorney General, has been a response to complaints by customers, who have raised red flags about deceptive marketing practices, aggressive door-to-door sales tactics, and “slamming” — a term for signing up customers without their consent.

But also prominent were accusations that suppliers had not disclosed vital contract information about their variable rates. It’s an allegation suppliers have disputed, arguing that some customers simply did not pay attention to the wording of their contracts or mailed notices.

That matter came to a head in early 2014, during unusually frigid weather caused by a polar vortex that affected a large swath of the country and drove natural gas prices to a five-year high.

Because much of Connecticut’s electricity is generated by natural gas-fired plants, it triggered price increases in suppliers’ variable-rate electricity contracts, which in turn prompted a flood of customer complaints to PURA.

Consumer Counsel Elin Swanson Katz and Attorney General George Jepsen released information at the time saying “thousands” of supplier customers were paying more than 17 cents per kilowatt hour, which was well above the approximately 9 cents charged by the two utilities, Eversource and United Illuminating. A smaller but unspecified number of supplier customers were paying nearly 25 cents, they said.

PURA received 2,161 complaints about suppliers that year, more than the previous four years combined, prompting the legislature to pass a some reforms that summer. That was followed by a first-of-its-kind law adopted last year banning variable rates for residential contracts, which took effect Oct. 1.

PURA spokesman Michael Coyle said the agency has added staff this year specifically aimed at supplier-related enforcement, outreach and education.

Meantime, suppliers blame their shrinking customer base on the exceptionally cold 2014 winter, which helped erase nearly one-fifth of its residential accounts in a single year.

Two industry officials, who between them represent many Connecticut suppliers, said the situation was beyond suppliers’ control and virtually impossible to hedge against. But it created enough public outrage that lawmakers took notice.

“There was fallout from a lot of negative press associated with the polar vortex,” said Marc Hanks, senior manager of government affairs and regulatory services for Direct Energy Services, one of the state’s largest suppliers. “The past few years have been a rough, bumpy ride.”

Hanks stressed that he was speaking not for his employer, but as New England chair of the Retail Energy Supply Association (RESA), which represents some of the state’s biggest suppliers.

Craig Goodman, president of the National Energy Marketers Association, said he thinks suppliers’ customer losses could be worse, given the state’s new regulations and “intensely negative media coverage” that winter.

“The industry has rebounded remarkably, given numerous regulatory demands placed upon it,” Goodman said. “Connecticut customer penetration is among of the highest in the country, despite the histrionics and an anomalous weather event no one could regulate, anticipate or hedge.”

Hanks said suppliers aren’t against all of the



Electric suppliers saw rapid customer growth from 2006 to 2012, but their market share has been declining for the past three years.

Electricity Supplier Residential Market Share

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Market Share Percentage	3%	5%	7%	15%	36%	42%	45%	42%	35%	33%

SOURCE: PURA

state’s new regulations, arguing the industry supports consumer protections.

Consumer advocate maintains heat

To boost consumer awareness, Swanson Katz’s office has started publishing monthly reports on its website comparing supplier rates to those offered by the utilities. The latest such report, issued this month, says between 77 percent and 84 percent of residential supplier customers paid more than the utilities’ standard offer rates in October, resulting in an aggregate difference of \$7.9 million. From January to November last year, the aggregate difference was \$49.8 million, according to OCC, which crunches supplier-submitted data from PURA to produce the reports.

Victoria P. Hackett, an OCC staff attorney, said fewer customers choosing to switch to an electric supplier could indicate customers are wary after suffering from price spikes after the initial “teaser” term of their contract expires. In response, she said, many customers are opting for the value and stability that standard service can offer.

“More customers are now aware that they do not have to switch, and are less vulnerable to the high pressure, aggressive sales practices of some electric suppliers because there has been more press coverage and community education exposing such practices,” she said.

OCC has also challenged suppliers for blaming winter weather two years ago, arguing to PURA that price-increase complaints began before the polar vortex. The office has alleged that some suppliers seemed happy to raise rates when wholesale prices went up in the past, but were less inclined to lower them when wholesale prices fell. Several lawsuits filed in Connecticut against various suppliers

have alleged the same.

While Hanks offered praise to OCC for its work to protect and inform consumers, he said he finds their monthly reports unfair to the industry.

“Some are opposed to retail electric competition altogether and won’t be satisfied until the market essentially goes away,” he said.

Hanks said he would rather customers research supplier offerings and draw their own conclusions about whether suppliers’ offers are right for them. He also argued that the OCC-calculated rates don’t provide an apples-to-apples comparison with standard rates, which can change every six months, while supplier customers may be able to lock in a low introductory rate for longer.

He said many suppliers also have value-added products, such as smart thermostats, built into their rates. And he noted some suppliers, unlike utilities, offer green contracts, which source a certain amount of power from renewable energy and can cost more as a result.

CT market seen as strong

Despite the customer fall off since 2012, the number of licensed suppliers in the state has grown over the same time period. There are 75 suppliers doing business in Eversource’s territory and 53 in United Illuminating’s backyard.

Hanks said he does not believe the variable-rate ban will result in suppliers vacating the state.

Connecticut is also viewed favorably by Texas-based consulting firm DEFG, which since 2007 has issued an energy industry-funded report analyzing policies promoting competition in the U.S. and Canada.

The most recent ABACCUS report, in July, ranked Connecticut’s residential market as the

fourth best in the U.S., though the scoring did not account for the variable-rate ban.

“I’m sure companies are going to figure out how to enter Connecticut and make some money selling the commodity,” said Nat Treadway, managing partner at DEFG.

The report also noted that six other states saw customer declines in 2014.

Treadway said suppliers in many states are stuck in a deregulated market in which there is supposed to be competition, but they find themselves subject to onerous regulations and having to compete with government-influenced standard offer rates.

Treadway advocates for getting rid of those rates entirely, like Texas has done, and leaving the generation market solely to competitive players.

But he admits that seems unlikely to happen in many states.

What will 2016 bring?

The state legislature may not be done with new electricity supply market regulations.

When lawmakers passed the variable-rate ban, they instructed PURA to analyze the rate structure of the competitive residential market.

PURA issued its report to the legislature on Dec. 31, recapping much of the industry’s recent turmoil and regulatory history, and concluding with a choice for the future:

“If the legislature seeks a low-risk market with only flat, long-term rates, then continuing the ban on variable rates is the best path forward,” the report read. “If the legislature seeks a market with dynamic pricing options, continued innovations, and the maximum possible savings to customers, then some form of month-to-month rates should be considered.”

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MOVERS & SHAKERS



Steven M. Litchfield



Allyson Rodricks



Brianna Barnes



Lindsey Wolejko

TD Bank names regional VP for Hartford region

TD Bank has named **Steven M. Litchfield** as regional vice president for the Greater Hartford region. Based in Hartford, Litchfield will manage and lead the commercial banking team responsible for growing the commercial loan, deposit and fee-based products and services offered to commercial, not-for-profit, commercial real estate and small businesses across Hartford, Middlesex and Tolland counties.

Litchfield has 31 years in banking, most recently as a senior relationship manager and senior vice president at People's United Bank in Hartford.



Jacob Argiro



Candice Holley



Laurie G. St. John

Westfield Bank hires business specialist in Enfield office

Allyson Rodricks has joined Westfield Bank as business specialist at the bank's Enfield office. Rodricks will be responsible for developing relationships with new and existing small-business customers, as well as working with individuals and families.

Rodricks has more than 13 years of personal and commercial banking experience in the northern Connecticut region. Prior to joining Westfield Bank, she was a customer service manager at People's United Bank.

Silver / Petrucelli + Associates adds to staff

Silver / Petrucelli + Associates, an architectural, engineering and interior design firm based in Hamden, has announced the addition of several staff members.

They are: **James Nall** and **Ryan Haley**, intern architects; **Michael Chambers**, electrical engineer; **Jared Magoon**, architect; and **Jillian Tara**, interior designer.

Oasis Outsourcing names two Hartford professional-employer consultants

Stephen Arees and **Ava Grace** have joined professional-employer organization Oasis Outsourcing as professional-employer consultants. The pair will work out of the Hartford office at 175 Capitol Ave.

Arees and Grace will primarily provide consultation on human resources products and services for small- and medium-sized businesses within targeted markets in the Hartford area, including consultation on healthcare benefits, payroll and risk management.

Cronin and Co. hires four employees, promotes three

Glastonbury marketing-communications company Cronin and Co. LLC has hired **Maria Ciriello**, **Elizabeth Pace**, **Eliot Ross** and **Brianna Barnes** and promoted **Emily Albohm**, **Joseph Morelli** and **Lindsey Wolejko**.

Ciriello joined the agency's account service team as a management supervisor. She previously worked for The Observatory in New Canaan.

Pace joined the account service team as a senior account executive. She previously worked for George P. Johnson in Boston.

Ross joined the media and analytics team as a search and analytics assistant. He previously worked for 3M Purification Inc. in Meriden.

Barnes joined the public relations team as an account executive. She previously worked for Rens-

selaer Polytechnic Institute in Rensselaer, N.Y.

Albohm was promoted from senior account executive to account supervisor on the account service team. She joined the agency in 2014.

Morelli was promoted from interactive project manager to senior project manager on the agency's interactive team. He joined the agency in 2013.

Wolejko was promoted from account planner to senior account planner on the agency's account service team. She joined the agency in 2012.

WSP | Parsons Brinckerhoff names engineering leader in Glastonbury office

Jacob Argiro has been named a senior supervisor engineer in the Glastonbury office of WSP | Parsons Brinckerhoff, a global engineering and professional services organization. Argiro will lead and manage a team of civil engineers responsible for transportation projects and act as a project manager on large highway/transportation projects in Connecticut.

Argiro has more than 15 years of civil engineering experience. Previously, he was director of project management services at a Connecticut engineering firm, responsible for managing a staff of civil engineers and overseeing work on numerous infrastructure contracts. He provided project management services for CTfastrak.

Ädelbrook Behavioral and Developmental Services names HR VP

Cromwell-based Ädelbrook Behavioral and Developmental Services has hired **Candice Holley** as vice president of human resources. Holley will manage and oversee all aspects of human resources across Ädelbrook Inc. and Ädelbrook Community Services Inc.

Holley has 20 years of HR experience in planning, process improvement, training and recruitment. She most recently worked for Liberation Programs Inc. in Norwalk.

Gottfried & Somberg Wealth Management adds wealth adviser

Ryan Olschefske has joined Gottfried & Somberg Wealth Management LLC of Glastonbury as a wealth adviser.

Olschefske has experience in investments, retirement-income planning and employer-retirement plans. He previously worked with Fidelity Investments for 16 years in West Hartford.

Hartford Healthcare at Home names hospice, palliative care VP

Hartford Healthcare at Home recently announced **Laurie G. St. John** as the new vice president of hospice and palliative care.

Based in the Wethersfield office, St. John oversees operations, finances and marketing outreach. She has held multiple healthcare positions over 20 years, managing marketing and business development. Her expertise includes strategic planning, team coaching and development, market research and analysis, and quality improvement.

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	2013	2014
Total Employees	97	100
Total Assets	\$48,568,888	\$51,661,500
Total Liabilities	\$19,999,849	\$20,115,472

REVENUES

Contributions & Grants	\$8,267,651	\$7,680,220
Program Service Revenue	\$6,910,555	\$8,026,090
Investment Income	\$515,823	\$1,158,966
Other	\$2,444,165	\$2,771,206
TOTAL	\$18,138,194	\$19,636,482

EXPENSES

Grants	\$0	\$0
Member Benefits	\$0	\$0
Salaries/Employee Benefits	\$5,814,614	\$6,629,818
Fundraising Fees	\$544,808	\$555,452
Other	\$10,419,697	\$11,078,917
TOTAL	\$16,779,119	\$18,264,187
MARGIN	\$1,359,075	\$1,372,295

TOP PAID EXECUTIVES (FY 2014)

	Base Salary	Total Compensation & Benefits
Jerry Franklin , President/CEO	\$327,947	\$388,168
Dean Orton , COO	\$200,471	\$221,981
Meg Sakellarides , Treasurer/CFO	\$183,199	\$209,214

SOURCE: GUIDESTAR IRS 990 TAX FORM



2015 grant recipients at the annual USB Foundation breakfast.

The USB Foundation recently distributed **\$165,750** to 28 nonprofit agencies whose services cover western Connecticut. The USB Foundation's 2015 grants will support services and programs that include individual and family health, economic and personal stability, youth development and education, meals to the needy, shelter and housing assistance, art and nature education, and a number of services to help those with mental and physical disabilities.

SBM Charitable Foundation awarded Hill-Stead Museum a **\$32,500** grant in support of its "A Close Brush with Genius: Encountering Impressionism at Hill-Stead Museum" program offered to East Hartford, Vernon and Manchester students. The program has provided fine arts, language arts, and world languages themed educational programs for thousands of underserved students since 2006.

The Washington Trust Charitable Foundation donated **\$10,000** to assist 18 local food pantries in the Southern New England communities. The four Connecticut recipients included: Person to Person, Darien; Glastonbury Food and Fuel Bank; Christian Community Action, New Haven; and the Pawcatuck Neighborhood Center.

Tunxis Community College Foundation and Advisory Board Inc. received a **\$50,000** donation from the **Bristol Housing Authority** during its annual fundraising breakfast. The donation will be used to establish five \$1,000 scholarships per year for students over a 10-year period. Each recipient must be a resident of the Housing Authority of the city of Bristol and meet academic, financial and merit-based criteria.

Clinton Roberts Foundation awarded a **\$12,000** grant to Hartford nonprofit **Oak Hill** for its New England Assistive Technology Center. Since the center's inception, over 200,000 people with disabilities, their families and the professionals who work with them have had access to new and used technology that has enhanced the quality of life and independence of people with disabilities.

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EDITORIAL

Bronin must restore faith in city government

In his first public speech since being sworn into office, Mayor Luke Bronin said city and non-city residents must aid Hartford's revival by being actively involved in the community and spending more time and money in the Capital City.

Bronin's plea, of course, is spot on as new city leadership alone, no matter how heralded or revered by voters, can't change the course of history without buy-in from residents, non-residents and the business community, all of which build the true fabric of a vibrant city.

Pleas alone, however, won't engage greater civic participation or investment in Hartford. Bronin's main task will be to re-install trust and faith in city government, something that has been lacking for some time. Whether it was the corruption scandal that engulfed Eddie Perez or the incompetent management that clouded the Segarra administration, residents and businesses rightly have little faith in city government to get things right.

It's hard to stir civic engagement or attract private investment under those conditions.

Bronin ran on a platform of transparency and sound management. He's got two major tests waiting for him: the minor-league ballpark fiasco and the scandal-plagued Dillon Stadium development.

Both issues require careful attention but the delays and cost overruns of Dunkin' Donuts Park require immediate attention since it's causing Hartford national embarrassment. Last week, Joe McEacharn, president of the Eastern League, where the Hartford Yard Goats will play this season, publicly admonished the city and stadium developers, saying he was lied to about the stadium's progress and completion date.

It now seems unlikely the stadium will be ready by opening day April 7. As city leaders, developer Centerplan Cos., the team and league search for a solution, they must take a long-term view of the project. Taking shortcuts to build a half-baked stadium ready for opening day will create long-term problems and prove more costly to taxpayers.

Playing extra road games or at an alternative home stadium to begin the season, while admittedly embarrassing to the league, city and team, won't be the end of the world. This stadium needs to be built the right way to preserve its long-term structural and financial integrity.

The childish finger-pointing going on is also unhelpful. There's plenty of blame to go around for the construction delays and cost overruns, but continuing to retreat from responsibility won't solve the problems. It will also give project naysayers, and the general public, more ammo to badmouth the stadium, further undercutting support for the team before it even takes the field.

Bronin must bring all parties together to develop solutions that will help make this project a success, while also protecting the interest of taxpayers.

If Bronin succeeds, and the stadium eventually brings the economic development boost it promised, it will go a long way in restoring trust in the city's ability to handle its business.

If the project falters, developers and investors will continue to re-think putting their capital at risk in a city that can't seem to get its act together. If Bronin was expecting a honeymoon period, he chose the wrong job. Instead, he must play the role of relationship counselor and mediator, and restore the public's relationship with city hall. ■

► **New city leadership alone, no matter how heralded or revered by voters, can't change the course of history without buy-in from residents, non-residents and the business community, all of which build the true fabric of a vibrant city.**

OTHER VOICES

Access to banking key to Hartford's north-end revival

By Rex Fowler

No TV crews or journalists were there last summer when a local credit union opened a new branch on North Main Street in Hartford's northeast neighborhood. But make no mistake, this was one of 2015's biggest wins for the Capital City, and one that has more potential to turn the tide for financially-strapped, north-end residents than any ballpark, hotel, or casino that may garner headlines on the front pages or generate buzz on social media.

The Hartford Municipal Employee's Federal Credit Union (and you thought Yard Goats was a tough name to swallow) moved in to a vacant building that had previously served as a branch for one of America's largest banks.

Not that long ago there were four bank branches in the three densely populated north-end neighborhoods that now constitute the newly designated "Promise Zone" (the neighborhoods are Northeast, Clay Arsenal, and Upper Albany). In recent years three of the four branches have quietly closed their doors, leaving the 24,000 residents in the Promise Zone in what's now called a "banking desert" (not coincidentally three check-cashing stores have opened in the Promise Zone during roughly the same timeframe). And in the north end, where more than a third of residents don't have their own vehicles and a significant percentage don't have the technological capacity to engage in online banking, access to a local financial institution still matters.

The national Corporation for Enterprise Development (CFED) estimates that 21 percent of Hartford households have no accounts with any bank or credit union (statewide, only about 5 percent of residents are unbanked). In addition, CFED's analysis indicated that another 24 percent of Hartford households are "underbanked," meaning they have an account, but continue to rely on alternative financial services like check-cashing services, payday loans (illegal in Connecticut, but readily available online), rent-to-own contracts, and pawn shops. What's the cost of these services? Over the course of a typical north-end resident's working life, the fees for using a check-cashing service can add up to one whole year's worth of wages. Rent-to-own agreements charge interest at rates of 98 percent and higher. And online payday loans are available at rates in excess of 1,000 percent.

So with 45 percent of our households either unbanked or underbanked, how does Hartford compare to other cities in New England? Hartford Community Loan Fund looked at CFED data for New England's 30 largest cities. No city had a higher proportion of unbanked and underbanked households than Hartford (the

closest in Connecticut was Bridgeport at 37 percent). In fact, of all U.S. cities over 100,000 residents, HCLF analysis found only a handful of municipalities whose residents were more disconnected from banks and credit unions — and the more affordable credit products generally offered by these institutions — than Hartford (for large cities, hard-hit Detroit topped the list at 49 percent).

To make matters worse, the past three years have seen the doors permanently closed at Hartford's two largest providers of financial literacy and credit counseling services, Co-Opportunity and HART — two organizations that frequently made connections between banks or credit unions and the city's low-wealth residents. So it's no surprise that not only are a significant number of our residents unbanked or underbanked, but about the same percentage city-wide (45 percent) report credit scores below the 620 cutoff needed for access to just and affordable credit products (in the Promise Zone it's 55 percent with scores below 620; in Hartford's downtown, however, only 7 percent).

Research has shown that communities that develop and nurture a strong financial services infrastructure are more likely to develop financially stable and empowered households. What would such an infrastructure look like? Healthy and accessible banks and credit unions, robust and effective financial education and empowerment services, including homeownership counseling, and lower-cost providers of alternative products such as those offered by mission-oriented lenders like community development financial institutions. And to be effective, the services must be culturally relevant to the residents in the community.

Like several innovative and progressive mayors in other U.S. cities have already done, Hartford's new Mayor Luke Bronin should consider creating an Office of Financial Empowerment, which would bring together leaders from local banks, credit unions, and insurance companies, along with not-for-profits like the Village for Families and Children and Capital Community College, two organizations now trying to fill the void in financial education and capacity-building for Hartford residents. The objective should be to strategically focus our collective efforts on building the financial well-being of Hartford households, especially those in the city's most economically stressed neighborhoods. That would be a real homerun for Hartford. ■

Rex Fowler is a resident of Hartford's north-east neighborhood and executive director of Hartford Community Loan Fund, a community development financial institution. The Fund is the recent recipient of a \$2 million award from the U.S. Dept. of Treasury, the majority of which it has committed to lend in the North Hartford Promise Zone.



Rex Fowler

► **In recent years three of the four branches have quietly closed their doors, leaving the 24,000 residents in the Promise Zone in what's now called a 'banking desert.'**

HARTFORDBUSINESS.COM POLL

Should the state provide financial support to Hartford's baseball stadium?

☐ Yes

☐ No

To vote, go online to HartfordBusiness.com.

Last week's poll results:

Will a Hard Rock café/hotel draw suburbanites to downtown Hartford?

46.6% Yes

53.4% No

How a golfer's spreadsheet builds business relationships

By Ken Cook

Ned McCrory is the managing partner for Batchelor, Frechette, McCrory, Michael & Co. They are a long-time and very well respected accounting firm in Providence, R.I., serving clients throughout New England and across the country.

As managing partner McCrory has helped inject into the firm's culture a strong focus on relationships, emphasizing the strength and depth of the connections they establish with their clients and all others with whom the firm interacts.

To achieve this relationship-focused bias McCrory leads by doing. One example is a simple spreadsheet he maintains. First, some quick background.

McCrory is a golfer. Not your average weekend golfer, but someone who is passionate about the game. He loves to play whenever possible, and is one of the few people I know who can pull off wearing a pair of knickers and make it look good.

Golf is an integral part of McCrory's marketing effort. The New England golf season runs realistically from mid-March through



Ken Cook

mid-November. During that nine-month time frame it's not surprising to find McCrory out with clients and friends several times per week.

Back to the spreadsheet. McCrory records every round of golf he has ever played. On a simple spreadsheet he lists out all of the members of the foursome with whom he played. He notes the date and course they played. He designates whether the round was business or personal. And he notes any function, event, charity, etc. associated with the round.

This spreadsheet epitomizes McCrory's focus on relationships. Recording who he played with and where they played is not so much for McCrory; it's for the people with whom he played. Frequently McCrory will get a call from someone who might go something like this — "Ned, remember when we played in that charity event last year at Newport Country Club. Who was the banker that was in our group?"

In a few clicks McCrory knows the answer. The caller is happy because he has a banking resource who knows him on a personal level. The banker is happy because he can further a relationship and possibly get a new piece of business. McCrory is happy because he is able to help.

This focus on relationships is dynamic stuff because it shifts perspective; it places in the forefront the individual and what their concerns, questions, issues, challenges, etc. might be. The spreadsheet is not merely a log, it is a conduit to connections and insights.

Strategic thinking about who you know

► **Strategic thinking about who you know and how you might help them is powerful. Business success is all about people. The ability to effectively connect people is an asset few individuals possess.**

and how you might help them is powerful. Business success is all about people. The ability to effectively connect people is an asset few individuals possess.

Viewed through the lens of relationships, a round of golf is a perfect venue. It is usually about four hours in length, and then a meal or drinks for a few hours afterward. It's social in nature, with lots of opportunity to talk between shots. In other words, a great setting for getting to know someone.

McCrory's perspective is based on generosity. He thinks about who goes into the makeup of a foursome, inviting people who do not know each other. Strangers become acquaintances, maybe even friends. This benefits everyone.

By focusing on relationships McCrory builds stronger relationships with everyone involved. His business comes almost entirely through those relationships; through introductions and connections where McCrory's

generosity is returned in kind.

One last point. There are about 20 years of golf rounds entered into McCrory's spreadsheet. There is foresight in recognizing the value of the approach and cataloging it. Relationships take time and effort. You can't simply create them when you need them.

Build a relationship for the sake of the relationship. Strengthen a relationship over time; nurture it and respect it. When you need help maybe a relationship might already be there. You won't have to go looking for it or hope to build it.

And have fun while doing it. Maybe a round of golf or two. ■

Ken Cook is the co-founder of How to Who and co-author of How to WHO: Selling Personified, a book and program on building business through relationships. Learn more at www.howtowho.com.

INVESTMENT INSIGHTS

Federal spending plan good news for CT defense industry

By Valerie Dugan

Despite a seemingly endless national discussion regarding the capabilities of the U.S. military, Congress' recently passed federal spending bill provides a significant boost for Connecticut's defense industry.

The omnibus bill increases the Pentagon's budget by more than \$30 billion, giving the military the ability to purchase F-35 Joint Strike Fighters to bring the total to 68 — 11 more for the Marine Corps, three additional planes for the Air Force and two more for the Navy.

This is significant because the engines for the F-35 are made right here in Connecticut.

The bill also boosts the Navy's shipbuilding budget by \$2.1 billion, keeping the construction of two more Virginia-class submarines, also in Connecticut, on track. This means that \$5.3 billion has been earmarked for the two-a-year build rate for the Virginia-class attack submarines.

Also included is \$1.4 billion for continued design and engineering work on the Ohio-class Replacement Program, the next



Valerie Dugan

generation of ballistic missile submarines that are referred to as "boomers."

Not only is this significant for continued employment at firms directly involved in defense work, but it bodes well for the near and long-term future of the region. In addition to the primary defense contractors in the state, smaller contractors also will benefit from hundreds of orders for a wide range of spin-off work.

Additionally, a generational shift is occurring in the workforce across the defense spectrum, not just in the shipbuilding industry but in aerospace as well, with older workers reaching retirement age in increasing numbers and a growing need already existing for younger workers with the necessary skills.

A growing demand already has been identified for skilled workers including welders, pipefitters and sheet-metal workers in the shipbuilding industry, as well as trades and skills that are needed for aerospace applications. The demand for skilled shipbuilding trades is expected to continue as long as Congress supports the Ohio-class Replacement Program, a new class of 12 ballistic missile submarines to replace the Navy's current force of 14 Ohio-class ballistic missile submarines; and continued production of the Virginia-class nuclear attack submarine.

The demand for new hires, especially

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those who have the desired skill sets for the wide range of defense work, itself will create further demand for the goods and services required by a youthful workforce, from housing to recreation.

For investors looking for a modicum of long-term industry stability, defense work in Connecticut is a good place to start. A robust defense industry has long been a mainstay of Connecticut's investment picture and, by all accounts, that industry will continue to provide jobs and investment opportunities into the foreseeable future.

While the primary defense contractors receive most of the media attention, and would seem to be the primary focus of most portfolio builders, there also are significant "downstream" investment opportunities among the myriad contractors who contribute to the larger systems.

Defense contractors in addition to their subcontractors and the suppliers that provide the raw materials or basic components to the larger corporations together are providing a target-rich environment for investment, not to mention supporting the nation's defensive capabilities.

Of course, this does not mean all companies involved in these industries are proper investment targets. As with any potential investment, careful research is necessary, both to make certain the investment is in line with the individual's personal financial objectives and to be sure that what is benefitting a company in Connecticut is, indeed, indicative of national and international potential. ■

Valerie Dugan is a financial advisor with the Global Wealth Management Division of Morgan Stanley in Hartford.



OF NOTE

REID AND RIEGE RECEIVES AWARD FROM MERCY HOUSING AND SHELTER

Hartford law firm **Reid and Riege** was recently honored with the First Annual "Sister Patricia McKeon Compassion & Dignity Award" from Mercy Housing and Shelter. The award was presented to Reid and Riege at Mercy's 21st Annual Dreams Can Come True Gala.

Reid and Riege was recognized for its support of Mercy Housing and Shelter since the organization was founded in 1983. Since then, the firm has had a presence on the nonprofit's board of trustees, provided financial donations and regularly volunteers by preparing and serving breakfast for patrons. The award was accepted by Reid and Riege attorneys (pictured above) Eric Henzy, Karen Brand and Tom Daily.

...

CONVENTION CENTER SALES DIRECTOR NAMED 2015 SUPPLIER OF THE YEAR



Jeffrey Musumano

Jeffrey Musumano, the Connecticut Convention & Sports Bureau's director of sales, recently was elected to the 2016 board of directors of the New York chapter of the Professional Convention Management Association (NYPCMA). Musumano was also honored with NYPCMA's "2015 Supplier of the Year Award." The award recognizes a supplier member who exemplifies professional excellence in their contributions to their organization, to the NYPCMA, and to the business-events community.

...

THE HARTFORD RECOGNIZED FOR SUSTAINABILITY EFFORTS

The Hartford has been named to the 2015 Dow Jones Sustainability Indices and the 2015 Carbon Disclosure Project Leadership Index. The CDP Leadership Index spotlights companies listed on the S&P 500 that have demonstrated a commitment to managing climate change by integrating plans into their business strategy and taking actionable steps to mitigate climate-related risk.

...

MCC NAMED A MILITARY FRIENDLY SCHOOL FOR 2016

Manchester Community College has been named a military friendly school by Victory Media Inc. for 2016. MCC was recognized for its Veteran-II-Veteran Peer Mentorship program, designed to assist veterans and service members with their transition to MCC and to foster a connection with faculty, staff and students through a structured peer-mentoring system.

Please Note: All electronic submissions for Accolades should be sent to news@HartfordBusiness.com. For more information about the Hartford Business Journal's Accolades Page, please visit www.HartfordBusiness.com.

GIRL SCOUTS OF CT HONOR WOMEN IN STEM



Girl Scouts of Connecticut, along with over 250 friends and supporters, recently honored the achievements of three women in STEM at the 2015 Breakfast Badge at The Hartford Club in downtown Hartford. Joanne Berger-Sweeney, president of Trinity College, Kathy Kountze-Tatum, senior vice president and chief information officer at Eversource Energy, and Manon Cox, president and CEO of Protein Sciences (shown above holding awards starting left) were each presented with a unique badge for all of their accomplishments in science, technology, engineering and math.

BRISTOL HOSPITAL BALL RAISES \$75K FOR ROBOTIC SURGERY



Bristol Hospital's annual ball, A Roaring New Era, raised more than \$75,000 to benefit Bristol Hospital's robotic surgery program, which includes the da Vinci Surgical System. Pictured (from left) are: Bristol Hospital President and CEO Kurt A. Barwis; Mike Adams, chairman of the Bristol Hospital Development Foundation board of directors; Dr. Jane Kanowitz, medical director of oncology services; Carmine Volpe, chairman of surgery; and John J. Leone, Jr, chairman of the Bristol Hospital board of directors.

BLUMSHAPIRO HOLDS THANKSGIVING FOOD BASKET CAMPAIGN



BlumShapiro volunteers, their families and friends gathered recently to help prepare packages of Thanksgiving food items for more than 2,000 seniors and families served by Christian Community Action (CCA) in New Haven. The month-long program included food donations, monetary contributions and the November bagging event. Pictured (from left) are: Tom DeVitto, chief marketing officer, BlumShapiro; Jerome Daniels, volunteer for CCA; Keith Kountz, news anchor, News 8; Rev. Bonita Grubbs, executive director of CCA; John Zinno, Shelton office managing partner, BlumShapiro; and Patrick Dunleavy, manager, BlumShapiro Shelton Office.

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VERY CUSTOMER FOCUSED.”

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A Message from The Governor's Prevention Partnership

There IS a solution for protecting our young people from the harms of substance abuse, bullying, violence and other risks that threaten our future. The answer is: connection. *Thank you for being connected to Connecticut's youth.*

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